san diego county office of
EDUCATION
FUTURE WITHOUT BOUNDARIES℠

OCM STRATEGIES
for your project

Don't forget that the "people" part of your project is essential. OCM stands for Organizational Change Management. Come to this session to learn OCM strategies that you can incorporate in your next project to help manage people through change introduced by project to ensure what you've rolled isn't going to ignored or partially adopted

ANDREW BALDWIN | REESA FICKETT | PEYRI HERRERA
SDCOE Enterprise Project Management Office

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SDCOE EPMO

- What is OCM?

- What techniques can we use to help people adopt change?

- What are the 5 types of adopters, and which adoption techniques work best for them?

- What are 2 models to help manage the "people side" of change?

- Which adoption technique might *you* include in a future project?

REESA

ANDREW

PEYRI

CANDACE

DISCUSS

Q: Thinking about a previous project, why did some stakeholders resist the change?

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DISCUSS

CONFUSION

ANXIETY

FALSE STARTS

RESISTANCE

FRUSTRATION

Q: Thinking about a previous project, why did some stakeholders resist the change?

Our goal: Reduce these!

The application of a structured ▬▬▬▬

and set of ▬▬▬▬ ⚒

to manage the ▬▬▬▬ side of change
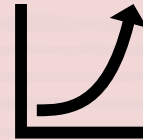
from a ▬▬▬▬ state

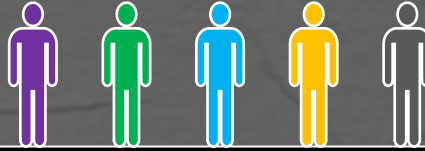to a new ▬▬▬▬ state

such that the desired ▬▬▬▬ of the change

(and expected return on investment) ▬▬▬▬

Organizational Change Management (OCM) is a framework for managing the people side of change…the adopters.

So…what can we incorporate in our projects to help people adopt change?

1. **Communications / Marketing** - Marketing is an important tool for convincing people that the new product is mainstream and commonplace.

2. **Group Training** - One of the most common methods to start people on their journey toward new technology.

3. **Train the Trainer** - This technique involves training key members of staff so they can train others.

4. **One-on-One Training** - Can be tailored to specific needs.

5. **Champions** - Champions take on new technology and then use their influence to promote it in the organization. Using managers as champions is particularly effective.

6. **Proof of Concepts** - Can be beneficial in gaining employees' support because it gives early indications of the viability of the initiative.

7. **Contests** - Contests bring a playful attitude to new technology, can generate excitement and get people in the mood to explore new tech. It should be enjoyable and not compulsory.

8. **Incentives** - Incentives don't have to be large. While this can be tough in K-12, we can offer recognition. Also, make sure people aren't incentivized to "do it the old way."

9. **Herd Mentality** - Herd mentality means "follow the crowd." Helpful for those who are willing to follow others' success.

10. **Force** - Aka "the last resort."
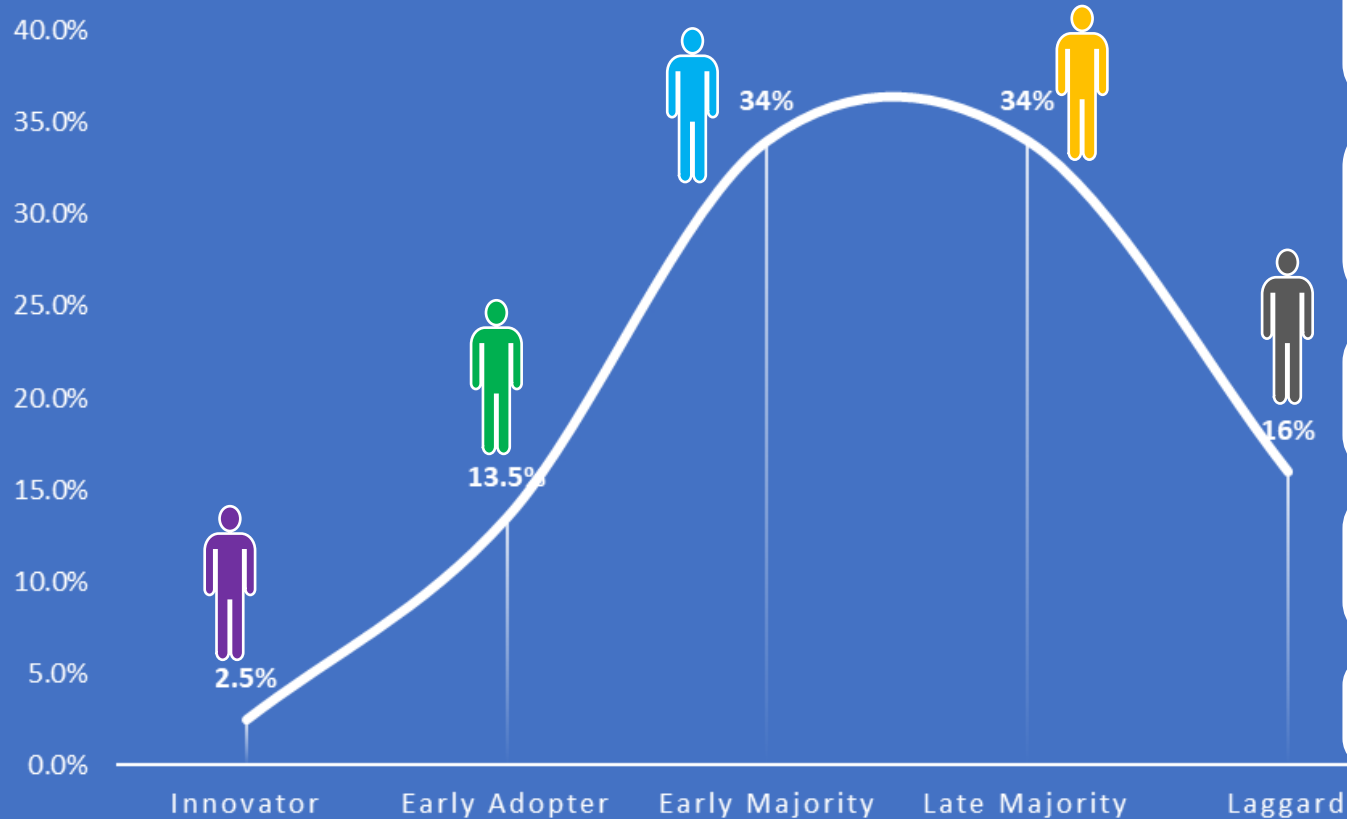
ADOPTION TECHNIQUES Source: InfoTech

SORT THE PERSONAS

Source: Everett Rogers, *Diffusion of Innovations 5th Edition* (Free Press, 2005)

INNOVATION ADOPTION CURVE

	Innovator	Early Adopter	Early Majority	Late Majority	Laggard
%	2.5%	13.5%	34%	34%	16%
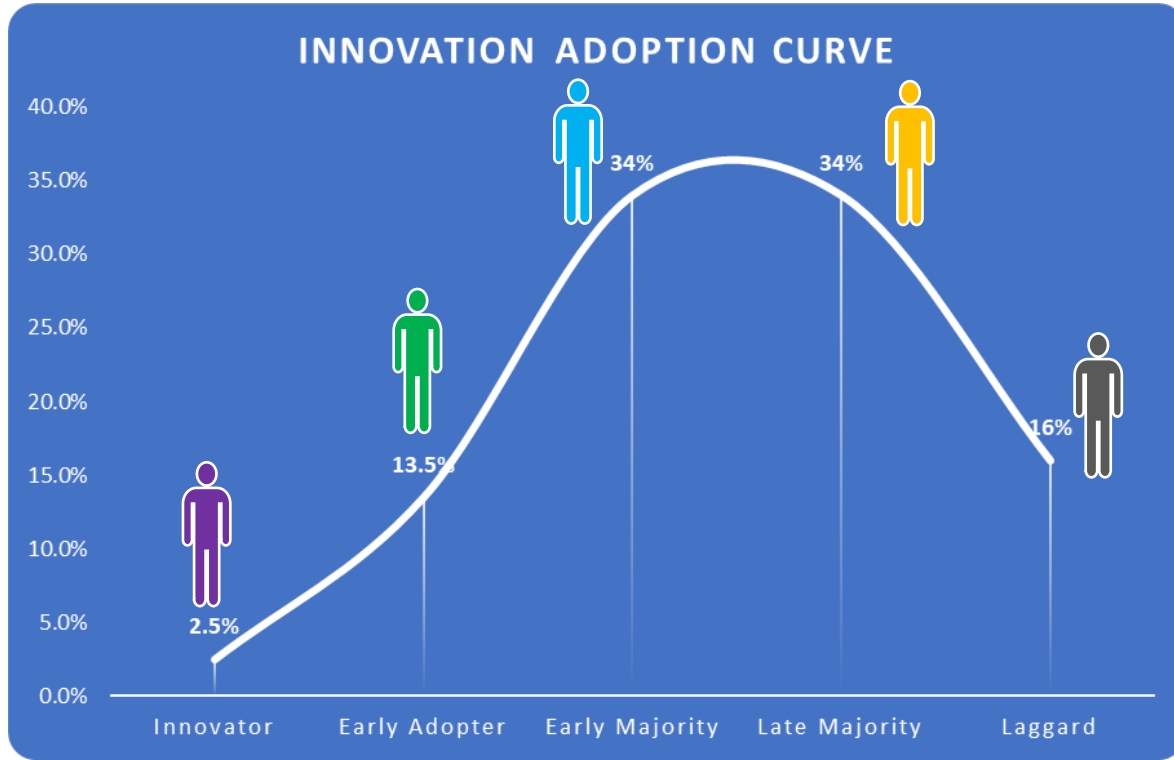
Q: Why does it matter what our adopters look like?

Q: Why do we care about the size of the groups, and this curve?

Source: Everett Rogers, *Diffusion of Innovations 5th Edition* (Free Press, 2005)

Adoption Techniques

Select and apply techniques with the intention of being impactful on all the different types of adopters!

	CATEGORY 1 Innovator	CATEGORY 2 Early Adopter	CATEGORY 3 Early Majority	CATEGORY 4 Late Majority	CATEGORY 5 Laggard
Proof of Concepts	★	★	–	↓	↓
Train the Trainer	★	★	–	↓	↓
Contests	★	★	–	↓	↓
Marketing	–	★	★	↓	↓
Incentives	↓	★	★	–	↓
Herd Mentality	↓	–	★	★	↓
Group Training	↓	–	★	★	↓
Champions	↓	↓	★	★	–
One-on-One	↓	↓	–	★	★
Force	↓	↓	–	★	★

Source: InfoTech   Visualization created by SDCOE EPMO

LIPPITT-KNOSTER MODEL

VISION	+ SKILLS	+ INCENTIVES	+ RESOURCES	+ ACTION PLAN	= CHANGE
[ ]	+ SKILLS	+ INCENTIVES	+ RESOURCES	+ ACTION PLAN	= CONFUSION
VISION	+ [ ]	+ INCENTIVES	+ RESOURCES	+ ACTION PLAN	= ANXIETY
VISION	+ SKILLS	+ [ ]	+ RESOURCES	+ ACTION PLAN	= RESISTANCE
VISION	+ SKILLS	+ INCENTIVES	+ [ ]	+ ACTION PLAN	= FRUSTRATION
VISION	+ SKILLS	+ INCENTIVES	+ RESOURCES	+ [ ]	= FALSE STARTS

Lippitt-Knoster Model for Managing Complex Change

DIAGNOSE YOUR ADOPTION CHALLENGE

Q: Think back to that previous project where some stakeholders resisted the change… what might have been the missing ingredient?

AND, which of the 10 strategies (or other) might have helped?

CONFUSION = Insufficient vision

ANXIETY = Insufficient skills

RESISTANCE = Insufficient incentives
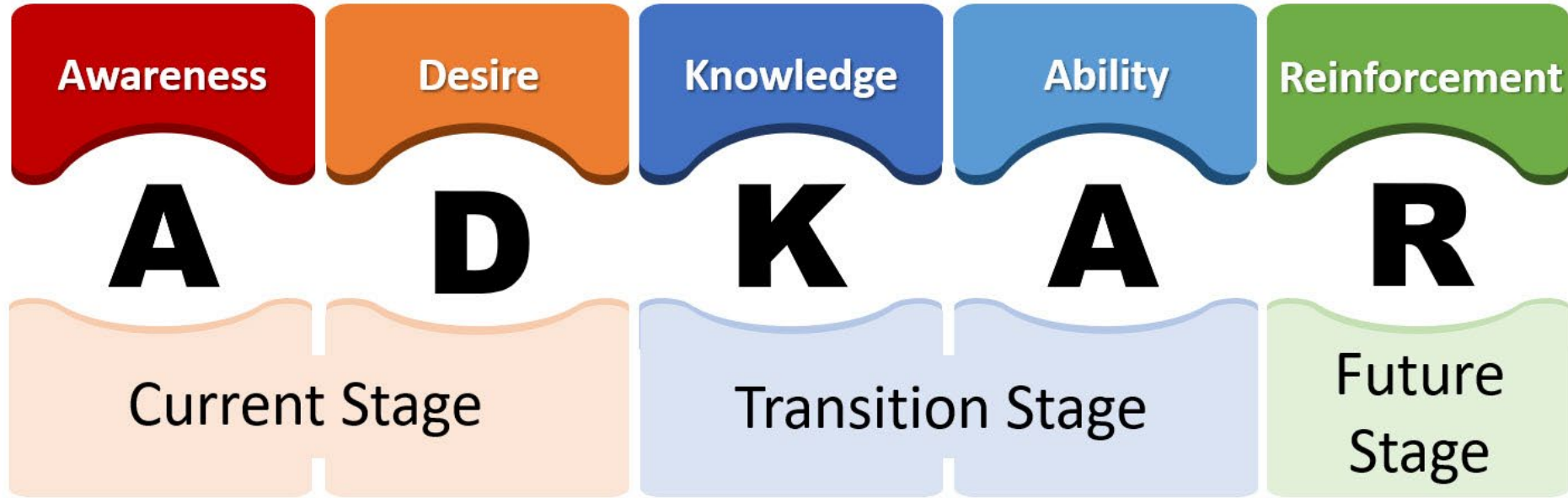(or there is an incentive to continue the "old way")

FRUSTRATION = Insufficient resources

FALSE STARTS = Insufficient planning

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ADKAR MODEL

The Prosci ADKAR Model is an individual change framework created by Jeff Hiatt. ADKAR is an acronym that represents the five building blocks of successful change for an individual

Awareness	Desire	Knowledge	Ability	Reinforcement
A	**D**	**K**	**A**	**R**

Current Stage | | Transition Stage | | Future Stage

Source: <u>Prosci</u>

Organizational Change Management (OCM) is a framework for managing the people side of change…the adopters.

2 models:
- Lippitt-Knoster
- ADKAR

VISION + SKILLS + INCENTIVES + RESOURCES + ACTION PLAN = CHANGE
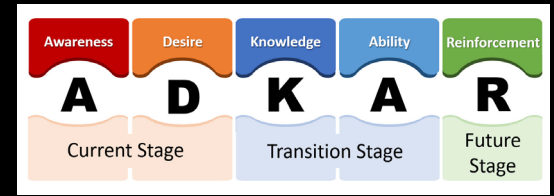
SESSION RECAP

5 types of adopters:
- Innovator
- Early Adopter
- Early Majority
- Late Majority
- Laggard

Techniques that help people adopt change include Training, Communications, Champions, Contests, and more – select with the intention of being impactful on all the different types of adopters!

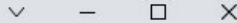Which technique might *you* include in a future project?

https://sdcoe.net/EPMO

epmo@sdcoe.net

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